VeriSM™ *Essentials*

Sample Exam

Edition 201803

Content

Introduction

This is the sample exam VeriSM™ *Essentials* (VERISME.EN). The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 20 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this exam is 20. Each correct answer is worth one point. If you obtain 13 points or more you will pass.

The time allowed for this exam is 30 minutes.

Good luck!

Sample exam

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What is the **best** description of shadow behavior?

A) A junior observing a senior by doing job-shadowing and learning on-the-job
B) Creating a tribal system where team members are overshadowed by others
C) Implementing systems or solutions without explicit organizational approval
D) IT service provisioning being so good that consumers are unaware of IT

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How does governance flow through an organization?

A) Via delegation from owners to a governing body, who authorizes organizational capabilities to create and support the outcomes to consumers.
B) Via good planning in the higher levels of the organization, where it is critical that there is a clearly stated mission and vision with key objectives defined.
C) Via organization-wide gatherings once or twice a year, where owners/stakeholders present the mission, vision and objectives, and take feedback from employees.
D) Via performance contracts between an employee and his or her manager, making everybody responsible for part of the strategy.

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New technology has led to changes within organizations.

Which is one of these changes?

A) Services are driven by stable management practices which discourage technology innovation.
B) Services can be delivered from anywhere to anywhere.
C) Services now undergo a more rigid functional change approach within organizations.
D) Services that rely on traditional rigid management approaches are preferable to organizations.

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How can organizational culture **best** be described?

A) It is a collection of common practices based on the backgrounds of all employees within an organization.
B) It is a reflection of the ethnicity of management and owners within an organization.
C) It is a culture that is exclusively defined by the leadership of an organization.
D) It is a collection of, and interaction between, the values, systems, symbols, assumptions, beliefs and habits of an organization.

What is the **most** important element of creating a service culture?

A) Empowering the employees to make decisions on their own
B) Measuring the service culture in order to identify improvement ideas
C) Showing the consumer that they are valued by actions rather than telling them
D) Training employees and managers in good service behavior

Emotional intelligence defines two main competencies: personal and social.

Which two skills belong to the social competence?

A) Joining social groups and actively communicating with them
B) Knowing social media and what people or situations can influence us
C) Social awareness and relationship management
D) Social content management and using social techniques

What is the **last** stage of team formation?

A) Adjourning
B) Forming
C) Performing
D) Setting-up

There is a challenge that teams may operate in silos.

What is a recommendation that management should do to overcome this challenge?

A) Implement one-on-one meetings between team members
B) Provide team-building activities for each team
C) Reward teams who achieve their goals ahead of target
D) Share information on the organization's strategies

Successful expectation management depends on developing a clear vision of what is expected.

How can this clarity be achieved?

A) Ensure that detailed SLA documentation is available
B) Report achievement against agreed targets
C) Set boundaries and provide a structure for delivery
D) Under-promise and over-deliver

What is one of the five components that should be considered in communication?

A) Delivery mechanism
B) Intention
C) Perception
D) Scope

Which element of the VeriSM™ model defines the management activities or practices necessary to meet the governance requirements by providing guardrails or boundaries?

A) Define
B) Management Mesh
C) Produce
D) Service management principles

Following the deployment of a new product or service, the service provider will provide ongoing support in its use to consumers.

Which element of the VeriSM™ model describes this provision of support?

A) Define
B) Produce
C) Provide
D) Respond

What is the **main** reason VeriSM™ re-defines traditional service management?

A) VeriSM™ divides service management within an organization into separate entities so all entities can work autonomously.
B) VeriSM™ focuses on the big picture and does not provide practices for specific organizations.
C) VeriSM™ incorporates new technologies and therefore helps IT departments with digital transformation.
D) VeriSM™ regards the entire organization as the service provider with capabilities that work together.

What differentiates VeriSM™ from other IT service management approaches?

A) VeriSM™ differentiates IT from other service management practices.
B) VeriSM™ focuses on the corporate IT aspects in the organization.
C) VeriSM™ is a logical evolution to older IT service management practices.
D) VeriSM™ takes all organizational capabilities into account.

VeriSM™ introduces the concept of the Management Mesh. This combines the four elements of resources, management practices, environment and emerging technologies to create and deliver products and services.

In which element should frameworks such as ITIL or methodologies such as COBIT be included?

A) Emerging technologies
B) Environment
C) Management practices
D) Resources

The Management Mesh can only be built once the organizational governance and service management principles are understood.

What else must also be developed before the Mesh is built?

A) Design specifications
B) Operational plans
C) Strategic plans
D) Tactical plans

What is an objective of the Define stage in the VeriSM™ model?

A) To address activities and supporting outcomes that relate to the design of a product or service
B) To ensure the product or service is available for consumption
C) To react to service issues, inquiries and requests from the consumer
D) To take the service blueprint and perform build, test and implement activities under change control

Why is testing an important part of the Produce stage?

A) To define risk criteria and the risk appetite of an organization
B) To ensure that the product or service meets the requirements set
C) To ensure that the organization's requirements are in line with its strategy
D) To ensure an organization's architecture is appropriate

What activity is part of the Provide stage?

A) Build
B) Design
C) Improve
D) Test

What is covered by the activity Record in the Respond stage?

A) Capture information
B) Deliver results
C) Resolve the issue
D) Source events

Answer key

1 / 20

What is the **best** description of shadow behavior?

A) A junior observing a senior by doing job-shadowing and learning on-the-job
B) Creating a tribal system where team members are overshadowed by others
C) Implementing systems or solutions without explicit organizational approval
D) IT service provisioning being so good that consumers are unaware of IT

A) Incorrect. Although job-shadowing is a valid skills development approach which yields good results, it has no bearing on shadow behavior. Shadow behavior is about things such as the introduction of systems into the live environment without approval.

B) Incorrect. VeriSM™ removes the barriers and tribalism found in many organizations. Overshadowing other team members is considered undesirable behavior and should be avoided according to VeriSM™, but shadow behavior focusses on the lack of explicit organizational approval for changes in organizations.

C) Correct. Shadow behavior and specifically shadow IT is a big problem in organizations. Not following organizational approval processes and procedures (change management) introduces unknown risks into the environment and may well have an impact on the performance of other IT services. (Literature: A, Chapter 2.3.1)

D) Incorrect. It is a good thing if IT services are seen as non-intrusive and if services forms part of the functioning of the organization. However shadow behavior is not positive as it means things such as systems being implemented without approval and thereby increasing risk.

How does governance flow through an organization?

A) Via delegation from owners to a governing body, who authorizes organizational capabilities to create and support the outcomes to consumers.
B) Via good planning in the higher levels of the organization, where it is critical that there is a clearly stated mission and vision with key objectives defined.
C) Via organization-wide gatherings once or twice a year, where owners/stakeholders present the mission, vision and objectives, and take feedback from employees.
D) Via performance contracts between an employee and his or her manager, making everybody responsible for part of the strategy.

A) Correct. There needs to be an actual frame of delegation and authorization supporting the flow of governance for it to really work. (Literature: A, Chapter 2.5.2)
B) Incorrect. Although strategic planning in the higher levels of the organization is important, it cannot be considered the backbone of how the governance flows. It will flow via delegation to a governing body, who will authorize the organizational capabilities to take action based on the mission, vision and objectives.
C) Incorrect. Although openness and invitation to dialogue from owners/stakeholders about the mission, vision and objectives may be advised, it cannot be considered the backbone of how the governance flows. It will flow via delegation to a governing body, who will authorize the organizational capabilities to take action based on the mission, vision and objectives.
D) Incorrect. Although having commitments between a manager and an employee is a good idea to ensure that everybody understands, and is accountable for their contribution to the mission, vision and objectives of the organization, there needs to be an equally strong commitment and accountability between the owners/stakeholders, who make the mission, vision and objectives, and a governing body. Who then in turn authorizes for instance managers to bring the mission, vision and objectives to life.

New technology has led to changes within organizations.

Which is one of these changes?

A) Services are driven by stable management practices which discourage technology innovation.
B) Services can be delivered from anywhere to anywhere.
C) Services now undergo a more rigid functional change approach within organizations.
D) Services that rely on traditional rigid management approaches are preferable to organizations.

A) Incorrect. Although stability is still important, the speed of technology change requires greater innovation, not less.
B) Correct. New innovative technologies have allowed services to be delivered from anywhere, to anywhere. (Literature: A, Chapter 3.1)
C) Incorrect. Agile approaches provide the desired flexibility, rather than rigid management.
D) Incorrect. Organizations are looking for more Agile and flexible approaches to service management, to cater for a fast changing environment.

How can organizational culture **best** be described?

A) It is a collection of common practices based on the backgrounds of all employees within an organization.
B) It is a reflection of the ethnicity of management and owners within an organization.
C) It is a culture that is exclusively defined by the leadership of an organization.
D) It is a collection of, and interaction between, the values, systems, symbols, assumptions, beliefs and habits of an organization.

A) Incorrect. VeriSM™ defines organizational culture as "the collection of written and unwritten rules, guidelines and practices that shape the behaviors of the people in an organization". The answer may seem correct but to say that common practices are based on employee backgrounds is not correct. Employees certainly influence organizational culture but it is only one of many factors that influence culture.
B) Incorrect. Although the context in which an organization operates and managers' and owners' backgrounds influence organizational culture, a number of other factors do too. Cultural references from one group of organizational stakeholders should not form the exclusive basis of organizational culture.
C) Incorrect. The leadership of an organization certainly has a major influence on and may actively affect organizational culture, but it is by no means the only determining factor. Leaders and managers that attempt organizational change that opposes organizational culture will soon find out that this is a difficult and sometimes dangerous task and they will mostly see their change initiatives fail.
D) Correct. Culture is 'the way we do things in an organization'. According to VeriSM™ a good description would be "the collective values, systems, symbols, assumptions, beliefs and habits of an organization". All of these can be observed in how things are done in the organization. Culture is often not formally defined, written down or taught to new employees. They will mostly "observe and learn how things are done here". (Literature: A, Chapter 2.4)

What is the **most** important element of creating a service culture?

A) Empowering the employees to make decisions on their own
B) Measuring the service culture in order to identify improvement ideas
C) Showing the consumer that they are valued by actions rather than telling them
D) Training employees and managers in good service behavior

A) Incorrect. Although empowerment is one of the areas senior management needs to focus on in order to bring about a service culture, it is not the most important element of a service culture. Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element though.
B) Incorrect. In order to know whether you are doing a good job, it is important to measure your performance. However, it is not the most critical element in bringing about a service culture as such. Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element though.
C) Correct. Making the consumer feel that they are valued is the most important element of a service culture. (Literature: A, Chapter 4.4)
D) Incorrect. In order to bring about a service culture in an organization, it is important that employees and management are actually enabled to do so, and to spot good behavior when they see it (or when they do not). Actually showing the consumer that they are valued by actions rather than just telling them they are valued, is the most important element of creating a service culture though.

Emotional intelligence defines two main competencies: personal and social.

Which two skills belong to the social competence?

A) Joining social groups and actively communicating with them
B) Knowing social media and what people or situations can influence us
C) Social awareness and relationship management
D) Social content management and using social techniques

A) Incorrect. Joining social groups and communication between group members are activities not skills.
B) Incorrect. Knowing social media is not enough to express it as a skill. Knowing what people and situations can influence ourselves is a skill that belongs to the personal competence.
C) Correct. Social awareness and relationship management are two skills defined by Travis Bradberry and Jean Greaves in their work "Emotional Intelligence 2.0". (Literature: A, Chapter 5.3)
D) Incorrect. Social content management and using social techniques are not skills. Techniques are the use of specific tools, a set of rules of conduct, and skills are immanent, acquired during the learning process and growth. Techniques are how to do something, skills are how to know and understand something.

What is the **last** stage of team formation?

A) Adjourning
B) Forming
C) Performing
D) Setting-up

A) Correct. This is the last stage in the formation of a team. It is when group tasks are complete and the team disbands. The other four stages are forming, storming, norming, and performing. (Literature: A, Chapter 5.7.1)
B) Incorrect. This is the first stage in a team formation. It focuses on getting to know each other and understand the purpose of the team.
C) Incorrect. This is the fourth stage in the formation of a team. During this stage relationships, team practices and effectiveness are synced and the real work of the team is now progressing.
D) Incorrect. This is not a stage in a team formation.

There is a challenge that teams may operate in silos.

What is a recommendation that management should do to overcome this challenge?

A) Implement one-on-one meetings between team members
B) Provide team-building activities for each team
C) Reward teams who achieve their goals ahead of target
D) Share information on the organization's strategies

A) Incorrect. Such meetings are helpful in building a team spirit across a virtual team, but may encourage the development of silos, by encouraging the team to look inwards.
B) Incorrect. Team building activities for each team will encourage team spirit, but not collaboration with other teams.
C) Incorrect. Rewarding teams for achieving goals ahead of target may emphasize competition and discourage collaboration with other teams.
D) Correct. Sharing the organization's strategic aims will help to focus the teams on the bigger picture, so that the team works to help to achieve the overall objective. (Literature: A, Chapter 6.1)

Successful expectation management depends on developing a clear vision of what is expected.

How can this clarity be achieved?

A) Ensure that detailed SLA documentation is available
B) Report achievement against agreed targets
C) Set boundaries and provide a structure for delivery
D) Under-promise and over-deliver

A) Incorrect. Detailed documentation may not necessarily improve clarity, if it is overly complex or ambiguous. Service level agreements must be clear and state the level of service to be provided and how this is to be measured.
B) Incorrect. There is a danger that targets may be met, but the overall perception of the end-to-end service is poor, if the targets are not aligned to the business requirement. This is known as the watermelon effect (green on the outside, red on the inside).
C) Correct. Defining the scope of what is to be delivered in an unambiguous way will ensure that all parties are in agreement and prevent a mismatch between expectations and delivery. (Literature: A, Chapter 6.2.1)
D) Incorrect. The ambition to under-promise and then deliver a better service than agreed does not help clarify expectations, and may even raise expectations to an achievable level over time, as there is no clear agreement on what the service provider is able to provide.

What is one of the five components that should be considered in communication?

A) Delivery mechanism
B) Intention
C) Perception
D) Scope

A) Correct. In good communication there are five components to consider. These five components are: sender, context, receiver, delivery mechanism and content. (Literature: A, Chapter 6.4)
B) Incorrect. Intention is not one of the five components to consider in communication. Every message should have a defined purpose (intent) that the sender wants to achieve with the communication.
C) Incorrect. Perception is not one of the five components to consider in communication. It is how the message is understood.
D) Incorrect. Scope is not one of the five components to consider in communication. The scope is a part of a defined communication plan.

Which element of the VeriSM™ model defines the management activities or practices necessary to meet the governance requirements by providing guardrails or boundaries?

A) Define
B) Management Mesh
C) Produce
D) Service management principles

A) Incorrect. The Define stage is concerned with the activities and supporting outcomes that relate to the design of a product or service. The Define stage works within the guardrails provided by the service management principles.
B) Incorrect. The Management Mesh does not provide the guardrails; it allows teams to work on products and services flexibly, combining resources, practices, environment and emerging technologies.
C) Incorrect. The Produce stage is concerned with the creation of the solution, ensuring the outcome meets the needs of the consumer. The Produce stage works within the guardrails provided by the service management principles.
D) Correct. The service management principles are based on the organizational governing principles. They provide the guardrails for the products and services delivered, addressing areas such as quality and risk. (Literature: A, Chapter 7 and Chapter 9.1)

Following the deployment of a new product or service, the service provider will provide ongoing support in its use to consumers.

Which element of the VeriSM™ model describes this provision of support?

A) Define
B) Produce
C) Provide
D) Respond

A) Incorrect. The Define stage is concerned with the activities and supporting outcomes that relate to the design of a product or service.
B) Incorrect. The Produce stage is concerned with the creation of the solution, ensuring the outcome meets the needs of the consumer.
C) Incorrect. The Provide stage is concerned with making the new or changed solution available for use.
D) Correct. The Respond stage describes the support the consumer receives during performance issues, questions or any other requests. (Literature: A, Chapter 7 and 14.1)

What is the **main** reason VeriSM™ re-defines traditional service management?

A) VeriSM™ divides service management within an organization into separate entities so all entities can work autonomously.
B) VeriSM™ focuses on the big picture and does not provide practices for specific organizations.
C) VeriSM™ incorporates new technologies and therefore helps IT departments with digital transformation.
D) VeriSM™ regards the entire organization as the service provider with capabilities that work together.

A) Incorrect. VeriSM™ has a holistic view for the whole organization and it does not separate an organization into entities.
B) Incorrect. VeriSM™ provides a Mesh to personalize service management for a specific organization.
C) Incorrect. This is true, but not the main reason why it re-defines service management.
D) Correct. This is the key differentiator between VeriSM™ and ITSM. (Literature: A, Chapter 9.2)

What differentiates VeriSM™ from other IT service management approaches?

A) VeriSM™ differentiates IT from other service management practices.
B) VeriSM™ focuses on the corporate IT aspects in the organization.
C) VeriSM™ is a logical evolution to older IT service management practices.
D) VeriSM™ takes all organizational capabilities into account.

A) Incorrect. VeriSM™ regards all departments and areas as capabilities in delivering consumer services.
B) Incorrect. VeriSM™ focuses on the whole organization, not just IT.
C) Incorrect. VeriSM™ is the next step, but has a broader focus then traditional IT service management.
D) Correct. VeriSM™ has a holistic view over the organization as a whole. The entire organization is the service provider and the individual departments are the capabilities that support the organization as it delivers products and services. (Literature: A, Chapter 9.2)

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VeriSM™ introduces the concept of the Management Mesh. This combines the four elements of resources, management practices, environment and emerging technologies to create and deliver products and services.

In which element should frameworks such as ITIL or methodologies such as COBIT be included?

A) Emerging technologies
B) Environment
C) Management practices
D) Resources

A) Incorrect. Emerging technologies are the advances in overall technologies such as cloud services, automation and the Internet of Things which may be exploited when designing and delivering a service.
B) Incorrect. The environmental aspects include the organizational culture, market position, and regulatory framework.
C) Correct. The management practices element of the Mesh includes frameworks such as ITIL, and methodologies such as COBIT, SIAM and DevOps. The organization chooses which to use, dependent on the requirement. (Literature: A: Chapter 10)
D) Incorrect. Resources are the elements an organization draws on to create products and services, such as people, money and assets.

The Management Mesh can only be built once the organizational governance and service management principles are understood.

What else must also be developed before the Mesh is built?

A) Design specifications
B) Operational plans
C) Strategic plans
D) Tactical plans

A) Incorrect. The Management Mesh is used to develop and deliver products and services. The design specifications are developed using the Management Mesh.
B) Incorrect. Operational plans are developed following the building of the Management Mesh. Based on the requirements, the service provider chooses the best elements for the Mesh to create the operational plan.
C) Correct. Working within the guardrails set by the organizational governance and service management principles, the service provider develops their strategic plans to address consumer requirements. Based on these, the Management Mesh is built. (Literature: A, Chapter 10.5)
D) Incorrect. Tactical plans are developed following the building of the Management Mesh. Based on the requirements, the service provider chooses the best elements for the Mesh to create the tactical plan.

What is an objective of the Define stage in the VeriSM™ model?

A) To address activities and supporting outcomes that relate to the design of a product or service
B) To ensure the product or service is available for consumption
C) To react to service issues, inquiries and requests from the consumer
D) To take the service blueprint and perform build, test and implement activities under change control

A) Correct. Define is about addressing the activities relating to the design of a service or product. (Literature: A, Chapter 11.1)
B) Incorrect. This is an objective for the Provide stage of the VeriSM™ model.
C) Incorrect. This is an objective for the Respond stage of the VeriSM™ model.
D) Incorrect. This is an objective for the Produce stage of the VeriSM™ model.

Why is testing an important part of the Produce stage?

A) To define risk criteria and the risk appetite of an organization
B) To ensure that the product or service meets the requirements set
C) To ensure that the organization's requirements are in line with its strategy
D) To ensure an organization's architecture is appropriate

A) Incorrect. The organizational appetite for risk is the responsibility of governance structures and risk criteria associated to a product of service are defined during the Define stage. Testing needs to make sure that the introduction of a new or changed service or product meets the requirements set with regards to risk and not to define what these requirements are.

B) Correct. Testing needs to ensure that the product or service meets the requirements set in the Define stage. This may include a number of tests that checks, for instance, if the product or service will meet the stakeholder needs that prompted the development of the product or service. Checking whether a service or product meets requirements set in the Define stage normally include activities like testing functionality, usability, technical compatibility etcetera, but testing should also ensure that the product or service enables business outcomes and facilitate the realization of business value. (Literature: A, Chapter 7 and Chapter 12.5)

C) Incorrect. Validating whether organizational requirements support the organization's strategy is the responsibility of the governing body and management and not the objective of testing. However, the VeriSM™ model may provide valuable feedback to management and governance structures to that end.

D) Incorrect. Evaluating the appropriateness of organizational architecture is a management activity. Testing should ensure that products and services are aligned with the defined organizational architecture and not the other way around.

What activity is part of the Provide stage?

A) Build
B) Design
C) Improve
D) Test

A) Incorrect. Build is a part of the Produce stage of the VeriSM™ Model. Build turns the service blueprint produced in the Define stage into actionable plans and then into action that produce the new or changed service.

B) Incorrect. It is not a part of the Provide stage.

C) Correct. Improve is an activity of the Provide stage of the VeriSM™ model. Improve includes maintenance and improvement activities. (Literature: A, Chapter 13.2)

D) Incorrect. Test is part of the Produce stage and ensures that the product or service is tested according to the designed plans. These tests should cover a variety of circumstances and will be based on organizational governance.

What is covered by the activity Record in the Respond stage?

A) Capture information
B) Deliver results
C) Resolve the issue
D) Source events

A) Correct. Capturing information is covered by the Record activity. (Literature: A, Chapter 14.2)
B) Incorrect. Delivering results is covered by the Manage activity.
C) Incorrect. Resolving issues is covered by the Manage activity.
D) Incorrect. Sourcing events is covered by the Manage activity.

Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer Key
1	C
2	A
3	B
4	D
5	C
6	C
7	A
8	D
9	C
10	A
11	D
12	D
13	D
14	D
15	C
16	C
17	A
18	B
19	C
20	A

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